**Development and use of service delivery indicators for monitoring rural water services**

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*Service delivery indicators refer to sets of indicators that allow measuring rural water service delivery, as expressed in terms of the level of water service provided, as well as performance of service providers and service authorities. They can be used to provide a comprehensive picture of service delivery, going beyond traditional indicator sets focused on coverage and functionality facilities. This paper presents the development and use of such indicators in various countries. The definition and scoring of the indicators is country specific and ideally based on national norms and standards, as set by government. Its main added value lies in the potential for monitoring water services, informing direct support to service providers and capacity support to service authorities. It has also the potential to stimulate and facilitate better regulation of rural services. Finally, findings from the use of service delivery indicators, inform sector discussions and debate. One of the critical drawbacks of the service delivery indicators is that they represent a bigger set of data to be collected.*

# Introduction

As there is a broader drive to looking at rural water supplies as a service instead of a focus on installing infrastructure (Lockwood and Smits, 2011), there is a need to also monitor how services are provided. Service delivery indicators allow rural water service delivery (expressed in terms of the level of water service provided, as well as the conditions for the provision of sustainable services) to be measured and monitored.

Over the past years, IRC has been involved in the development and use of various sets of service delivery indicators for a range of countries. This includes IRC’s involvement in (i) assessing service levels in relation to life-cycle costs in Ghana, Burkina Faso, Mozambique and India (WASHCost) (ii) monitoring water services in Ghana and Uganda (as part of the Triple-S initiative) and in Burkina Faso (under the WA-WASH / Triple-S initiative); (iii) monitoring the sustainability of service delivery in Latin America (Smits et al., 2013 forthcoming); and (v) studying the impact of post-construction support in Colombia (Smits et al., 2012). This paper provides a critical reflection on service delivery indicators, by describing these indicators, the way they are conceptualized and defined, and by reflecting on the experiences with their application.

# The ‘what’ and the ‘why’ of service delivery indicators

Since the water and sanitation decade of the 1980s, many countries have seen encouraging reduction in the percentage of the population without access to improved water services. Emphasis has been on the implementation of new schemes in order to increase coverage. The number of water schemes put in place and percentage of people covered by these schemes, were the key indicators for tracking change.

With increasing coverage and aging of existing schemes, functionality of these became a bigger issue and an important additional indicator for assessing and monitoring water services. In Uganda for example, functionality (for point sources, % of improved water sources that are functional at time of spot-check) is one of the country’s “golden indicators”[[1]](#footnote-2).

When assessed on a continuous basis, functionality can give a good idea of the reliability of water facilities. A facility can for example be functioning at one point in time, while not providing reliable services in the dry seasons. However, functionality and reliability do not say everything about the level of service that a water facility provides and the access to water services by people. Well-functioning facilities can for example provide reliable services so far from its intended users, that it is in reality not or hardly used; or it may provide water of unacceptable quality. There is thus a need to look beyond functionality and reliability as well.

Indicators that describe the level of service provided, give a more comprehensive view of water services than functionality at a given moment in time. However, service level indicators do not give a good indication of whether or not this service is likely to be sustained over time. To assess this, there is a need to also look beyond the level of services provided and assess and monitor whether or not the conditions for sustainable water service provision, are in place. Well-performing service providers and service authorities, are such conditions. Service providers are responsible for the day to day management of water facilities, including their operation, maintenance, administration and financial management. Service authority functions include the monitoring and provision of direct support to (community-based) service providers, coordination, planning and budgeting (Lockwood and Smits, 2012). In order for service providers and authorities to undertake their functions, they need to be well-governed, resources and skilled.

**Box 1: User level indicators on users’ satisfaction and sense of ownership in Uganda**

In Uganda, a separate indicator set was developed to assess user satisfaction and ownership. Indicators include user satisfaction and perception of the main attributes of the water service: water quality (users’ perception of colour, taste and odour), quantity of water collected at the facility, accessibility and reliability of the service.

Users’ sense of ownership is measured through proxy indicators, such as their attendance of meetings organised by the water user committees, payment of fees for O&M and participation in the maintenance of the facility and its surroundings

Users’ sense of ownership is often enhanced by adequate demand creation and their participation in decision-making during the provision of the water facility. As mobilising communities before and during the provision of infrastructures, and regular follow-up after construction, are the responsibility of the service authority, these aspects are looked at under the Service authority performance indicators.

Service delivery indicators generally consist of a set of indicators related to:

* Service level
* Service provider performance
* Service authority performance

Water users who value the provided water services are likely to be more willing to contribute to its sustenance. This is sometimes included as a separate indicator set (see box 1), or included in the service level indicator set.

In the next section we take a closer look at these essential elements of service delivery indicators, by going through each of the sub-sets (service levels, service provider performance and service authority performance).

# Indicators for assessing and monitoring service levels

The level of water service provided or accessed can be described in terms of the reliability and accessibility of the service, and the quantity and quality of the water provided or used. Reliability, accessibility, water quantity and water quality can thus be used as indicators for determining the level of water services. **Reliability** of the service is typically defined as the proportion of the time that it functions to its prescribed level. **Accessibility** can be defined in terms of the distance, from a household or the centre of a community to a water point. Also other national or international norms can be used, such as the **number of people** sharing a point source (also known as ‘crowding’). **Quantity** is measured in litres per capita per day (lpcd) and **quality** is typically composed of one or more separate indicators looking at chemical and biological quality (Moriarty et al, 2011). User satisfaction and affordability of water services can be used as service level indicators as well.

The table below gives an example of values and levels of service on each of these indicators.

Table 1: Service levels, indicators and benchmarks in rural and urban Burkina Faso

|  |  |  |  |
| --- | --- | --- | --- |
| Service LevelCategories | Quantity(litres/capita-day) | Water Quality Monitoring | Accessibility |
| **Distance from Household** | **Crowding** |
| **High** | **Rural**X ≥ 60 lpcd**Peri-Urban**X ≥ 100 lpcd | **Formal Sources**Annual testing | **Household Connection** | POPOBSERVED ≤ POPDESIGN |
| **Intermediate** | **Rural**60> X ≥ 40 lpcd**Peri-Urban**100> X ≥ 80 lpcd | **Formal Sources**Tested once at installation or rehabilitation | **Handpump**X ≤ 1,000 meters**Standpipe**X ≤ 500 meters |
| **Basic** | **Rural**40> X ≥ 20 lpcd**Peri-Urban**80 > X ≥ 40 lpcd |
| **Sub-standard** | **Rural**20> X ≥ 5 lpcd**Peri-Urban**40 > X ≥ 10 lpcd | POPOBSERVED > POPDESIGN |
| **No Service** | **Rural**5 > X lpcd**Peri-Urban**10 > X lpcd | **Formal Sources**No testing**All informal sources** | **Handpump**X > 1000 meters**Standpipe**X > 500 meters | **All informal sources** |

Source: Pezon et al, 2013 forthcoming

For several, if not all, of these indicators, minimum standards are generally set by governments. Norms and standards can differ from country to country. In Ghana for example the Community Water and Sanitation Agency (CWSA) prescribed that the distance between water points (hand pumps or public standpipes) and users should not exceed 500 metres, while the Ministry of Water and Energy in Ethiopia prescribed a maximum distance of 1.5 km in rural areas and 500 metres in urban areas. Uganda has set a standard of 1km for rural and 200 metres for urban facilities, while maximum distances vary according to the water facility in Burkina Faso (as shown in the table above).

In order to assess the level of service provided by certain schemes or in a certain area and to monitor changes over time, a ‘water service ladder’ can be used. As mentioned by Moriarty et al (2011), the concept of a ‘service ladder’ has been used in the sanitation sub-sector for some time now, and has since 2008 been used by JMP to described the level of water services people have access to, differentiating between unimproved, improved and piped water services.

Under a number of initiatives in which IRC has been involved, (country specific) water ladders have been developed, combining a number of indicators related to the level of water services, such as water quality, quality, accessibility and reliability. The level of service can be determined by assessing whether or not the national standards which have been set for each of the indictors, are met. The level of service can thus be considered a composite indicator, generally combining indicators related to reliability, accessibility, quantity and quality. When the standards on all service level indicators are met, the service can be characterized as ‘basic service’, half way up the water ladder. When the standards are not met on one of the indicators, the service level can be characterized as “sub-standard”.

Figure 1: WASHCost water service delivery ladder

|  |  |
| --- | --- |
| Service level | Description of service level |
| **High level service**  | People access a minimum of 60 lpcd of high quality water on demand |
| **Intermediate level service** | People access a minimum of 40 lpcd of acceptable quality water from an improved source spending not more than 30 minutes per day |
| **Basic level service**  | People access a minimum of 20 lpcd of acceptable quality water from an improved source spending not more than 30 minutes per day |
| **Sub-standard level service** | People access a service that is an improvement on having no service at all, but that fails to meet the basic standard on one or more criteria  |
| **No service** | People access water from insecure or unimproved sources, or sources that are too distant, too time-consuming or are of poor quality |

Source: Moriarty et al, 2011

Alternatively, scores can be attributed to different values for each of the different indicators, with the service level score as an aggregate of these, as done in Columbia (Smits et al, 2012).

There can be a difference between the potential level of service provided and the effective level of service actually used. The difference between these two is mainly in water quantity, as the amount that is or can potentially be supplied by a scheme, might differ significantly from the amount of water actually used. This difference can be caused by a number of factors, including the presence of alternative water sources, the costs of accessing the services, the time and effort to access the service or the fact that a system was designed to meet the needs of a growing population.

For each facility, the level of service provided by the facility can be measured and monitored at the facility, through observations and interviews with the service provider responsible for operating and maintaining the facility. Assessing and monitoring actual water services that people receive and use, often from multiple sources, requires taking water users as the main unit of analysis, by doing user / household surveys. This has the advantage of providing a more accurate assessment of level of service. It allows for taking into account the use of multiple sources of water (especially relevant in rural settings). Furthermore, it is easy to aggregate for a certain area, in the form of the proportion of people with access to different level of service in a certain area (see figure below for an example). A disadvantage is however that this implies having to do user or household surveys, which increases the number of data points and hence the data collection effort.

Figure 2: Percentage of people with access to different level of water quantity in Grushie Zongo, East Gonja District, Ghana



Source: WASHCost Ghana, 2012

# Service provider performance indicators

In general this sub-set of indicators seeks to measure the performance of service providers, defined as the degree of compliance with national norms, standards and best practices. Typically these indicators are grouped around a number of common topics (see annex 1 for an overview of service provider indicators from a number of coutries):

* + - Organisation and governance
		- Administration and accountability of the service provider
		- Financial management
		- Technical and operational management

In order to convert qualitative information into quantitative service provider scores, scoring tables are commonly used. A service provider indicator can be a composite indicator of a number of sub-indicators. Scores typically go from 0 (‘none’) to 1 or 100 (‘ideal’), with scores in between to indicate the less than acceptable level, the minimal acceptable level and the better than acceptable level. For each indicator, a benchmark can be set at the minimal acceptable level.

The table below gives an example of a scoring table for a service provider indicator related to the composition of a Water and Sanitation committee in Ghana.

Table 2: Example of service provider indicator scoring table for water and sanitation committees

|  |  |
| --- | --- |
| Score | Narrative description  |
| 0 | The composition of the WATSAN committee is not in line with the CWSA guidelines |
| 25 | There is a WATSAN committee, which has been composed in line with the CWSA guidelines, but the WATSAN has not received initial training |
| 50 | Benchmark: There is a WATSAN committee. Its composition is in line with the CWSA guidelines and it has received initial training |
| 75 | There is a WATSAN committee. Its composition is in line with the CWSA guidelines and its members have received refresher training on an irregular basis |
| 100 | There is a WATSAN committee. Its composition is in line with the CWSA guidelines and its members have received refresher training on at least bi-annual basis |

Source: Adank et al, 2013 forthcoming

Scoring can be done automatically, based on data collected related to the indicators, using logical functions, or can be done in focus group discussions by relevant stakeholders. Automated scoring, based on collected data results in un-ambiguous scores, but generally needs relatively large amounts of data in order to do the scoring. Scoring by stakeholders based on focus group discussions can result in more subjective scoring, but can have the advantage that stakeholders scoring themselves tend to be more motivated to take corrective actions and improve their scores before the next scoring round.

# Service authority performance indicators

Although some countries may have some degree of monitoring service providers’ performance, only few have developed indicators for assessing and monitoring service authorities and support functions. Service authority indicators refer to the performance of service authorities in their different functions. Under a number of initiatives, a start has been made with the development of such indicators. These include indicators related to:

* resourcing of service authority (human resources, logistics, etc)
* strategic planning functions (long, medium and short (annual) term planning)
* Pre-construction support (demand creation; community mobilisation; capacity building of service providers)
* monitoring functions (including construction supervision, as well as post-construction monitoring)
* technical assistance to service provider
* coordination and harmonisation functions

Examples of service authority indicators can be found in annex 2.

These service authority functions can be the responsibility of different institutions, but generally fall under local government (commonly the district level).

Like the service provider indicators, service authority indicators can be benchmarked and scored using scoring tables with narrative descriptions of the different scores.

# Examples of development and use of service delivery indicators

In **Ghana**, development of service delivery indicators has been led by the Community Water and Sanitation Agency (CWSA), the lead government agency responsible for rural and small town water supply in Ghana, under IRC’s Triple-S initiative. The service delivery indicators include service authority indicators and service level and service provider indicators for point sources and piped schemes. They were developed by CWSA’s Monitoring and Evacuation Committee, based on the national guidelines, manuals and model by-laws. In November 2010, the draft indicators were reviewed by the CWSA Technical Committee and the participants of the National Level Learning Alliance Platform[[2]](#footnote-3) meeting, and subsequently refined. In order to facilitate scoring, surveys with ‘assessment questions’ were developed related to each indicator. Data on service levels was mainly acquired from service providers and observations by the data collectors (district level staff responsible for monitoring water services) (CWSA and IRC, 2012).

The service delivery indicators and scoring systems were field tested in 3 districts, where all facilities, service providers and service authorities were mapped and assessed against the indicators (Adank et al, 2013 forthcoming). Although service authorities and service providers in these three pilot districts were found to be struggling meeting the benchmarks which had been set, on review of the baseline results, the M&E Committee decided against lowering the benchmarks, but rather to advocate for more targeted support to service providers and authorities to ensure that they will meet the benchmarks in the future.

Under the Triple-S initiative in **Uganda**, a similar set of service delivery indicators has been developed and tested. In addition to service level, service provider and service authority indicators, indicators were also developed and tested to assess and monitor user satisfaction with the (level of) services provided, as well as users’ ownership. The indicators were tested in 16 sub-counties in 8 districts in 2 regions. Data was collected from a sample of 103 service providers and 1434 households (Bey, Magara and Abisa, 2013 forthcoming).

In **Burkina Faso**, service delivery indicators have been developed and tested under the Triple-S initiative as well. Here, household surveys were done as well to get a more accurate insight in the level of services provided and used. In order to test the indicators, data was collected in eight communes in the Sahel Region (IRC, 2013 forthcoming).

Both in Burkina Faso as well as in Ghana, the development of the service level indicators built on the work done by WASHCost in both countries, under which data was collected and analysed on the level of service provided and the costs related to the provision of these services.

Service delivery indicators have also been developed and used in order to study the impact of direct support on the performance of piped scheme service providers and the level of services provided in **Columbia**. The study focussed on a sample of 40 rural water systems, supported by 7 different support models. A similar set of indicators was developed and used as part of the support of the Inter-American Development Bank (IDB) and the Water and Sanitation Spanish Cooperation Fund for Latin America and the Caribbean (FECASALC) to the development of rural water and sanitation monitoring systems in **El Salvador, Honduras and Paraguay**. In El Salvador, no indicators were developed and used for the service authority functions, as the country is centralised with respect to WASH, with only on service authority: the national utility. In Honduras, the existing indicator set from SIASAR was used, which was found to be very comparable with the service delivery indicator set.

# The use of service delivery indicators

Assessing and monitoring levels of water services and presence and performance of water service providers and authorities, using service delivery indicators, can serve a number of purposes:

* To monitor progress and impact of (project) interventions;
* To inform planning, budgeting and asset management at decentralised (district) level;
* To inform allocation of funds between different areas at national level;
* To inform corrective measures at service provider and service authority level, which need to be undertaken in order to ensure sustainable water service provision;
* To inform regulation of water services, service providers and authorities;
* To inform policy dialogue and debate.

Service delivery indicator scores can be compared between different units (facilities, service providers, service authorities) or aggregated scores can be compared between different areas. This is especially useful for informing effective and equitable planning and budgeting, corrective measures and regulation. For example, in the three districts in Ghana where baseline data were collected using service delivery indicators, the results informed Local Government to undertake corrective measures (including the repair of broken down facilities, the training of area mechanics, the establishment and training of WATSAN Committees, where these had been found not to be in place, and the procurement of water quality sampling kits). Furthermore, the data was used to inform the development of annual action plans.

To monitor progress and impact of (project) interventions, service delivery indicator scores of the same units or areas, can be compared over time. This allows for accountability towards financiers of interventions.

Results from assessments and monitoring using service delivery indicators can also provide useful input into policy dialogue and debate. Differences in scores between different service delivery models can for example facilitate well-informed debates on the preferred service delivery models and the areas in which certain service delivery models need to be strengthened. Analysing correlations between the scores on the different indicator sets, can inform discussions on what elements are most important in order for the provision of sustainable water services. The use of service delivery indicators in Ghana showed for example no correlation between the reliability of services and the presence of a WATSAN Committee, but did show that facilities managed by WATSANs scoring high on the service provider indicators, were more likely to provide reliable services than low scoring WATSANs.

In order to compare service provider or indicator scores between different areas, average scores can be determined per indicator (set). Alternatively, the proportion of service providers meeting the benchmark on a(n) indicator (set) can be established. Benchmarking is more useful for informing regulation and corrective actions, while average scores are more useful for more in-depth analysis into correlations between scores on different indicator sets(s), in order to inform policy debate. The figure below shown different ways in which the same service provider data can be presented.

Figure 3: Service provider scores from 3 districts in Ghana (top: proportion of service providers meeting the benchmark per district; Middle: average score per indicator set per district; Bottom: Proportion of service providers meeting one, two or three governance indicators per district

Source: Adank et al, 2013, forthcoming

# Mainstreaming service delivery indicators

The development and use of service delivery indicators in these countries has been a relatively new phenomenon and is generally still in the testing phase. Therefore, it is difficult to make conclusive statements about the mainstreaming of these indicators into national and decentralised monitoring systems and practices, at this point in time. However, as indicators have as much as possible been based on national standards, norms and guidelines, as set by government, interest of national government has been very high. This is especially the case in countries which did not have a set of ‘golden indicators’ yet, like Ghana and Burkina Faso. In Ghana, Unicef, in collaboration with the regional Community Water and Sanitation Agency, has used the indicators for baseline data collection in ten districts, while the Community Water and Sanitation Agency would like to upscale the use of service delivery indicators nation-wide. At district level, local government found the service delivery indicators useful for providing them with information for informing planning and corrective actions, as described above. One district in Ghana has, on its own initiative, used the (service level) indicators to do a repeat data collection, in order to monitor changes in service levels over time.

However, the use of service delivery indicators implies that data needs to be collected beyond the traditional coverage and possibly functionality data. The collection of additional data comes with extra costs. In Ghana, data collection for the use of service delivery indicators was estimated to amount to about 0.50 US$ / capita. In El Salvador, baseline data collection was estimated to cost about 0.30 US$ / capita, while repeat data collection was estimated to amount to about 0.10 US$ / capita (Smits et al, 2013, forthcoming). It should be noted that these costs do not include salary costs and are mainly related to logistics (fuel, per diem) required for data collection.

The costs involved also depend on the number of units that are to be assessed and monitored. The need to assess and monitor all units in a certain area, or to sample a number of units, depends on purpose of the monitoring and the required level of accuracy. The use of service delivery indicators with the main purpose of stimulating and informing policy debate, does not require the collection of data from all units (facilities, service providers, service authorities). For this, having a representative sample can suffice. The same is true for national level allocation of funds and regulation. For informing planning, budgeting, asset management and taking corrective actions at decentralised level, ideally all units (water facilities, service providers, service authorities) should be assessed and monitored. It is important to strike the right balance in the required accuracy of data and the costs of data collection needed in order to achieve this level of accuracy.

# Conclusions

With increasing levels of coverage and increasing challenges with sustainable water service provision, counting schemes is not enough. Neither is counting functioning and non-functioning schemes. There is a need to assess and monitor service levels, as well as the conditions that should be in place in order to sustain and improve these service levels.

Together, the service delivery indicators provide a comprehensive picture of service delivery which goes beyond the traditional coverage and functionality indicators. Its main added value lies in the potential for monitoring water services, informing direct support to service providers and capacity support to service authorities. It has also the potential to stimulate and facilitate better regulation of rural services. Finally, findings from the use of service delivery indicators, inform sector discussions on how to do things better (single-loop learning) and differently, where needed (double loop learning).

One of the critical drawbacks of the service delivery indicators is that they represent a bigger set of data to be collected and hence may increase costs. However, the costs of collecting and analysing service delivery indicators are an essential investment in efforts to improve service delivery.

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Annex 1: Examples of service provider indicators

|  | **General indicators - Latin America (small piped scheme service providers)** | **Uganda** **(Point source water service providers)** | **Ghana** **(Point source water service providers)** |
| --- | --- | --- | --- |
| Organisation and governance | * Formal establishment of the service provider
* Presence of statutes of the service provider
* Gender balance in service providers
* Staff capacity
* Operation and maintenance capacity
* Rotation of the executive members of the service provider
 | * WUC members elected by water users
* WUC is gender-balanced
* At least 1 women in a key position in the WUC
* No. of active WUC members
 | * A well-qualified, trained and experienced gender balanced WATSAN committee / WSDT is in place
* There is no political or chieftaincy influence in the composition of the WATSAN committee or WSDT
 |
| Administration and accountability | * Technical and operational record keeping
* Existence of mechanisms for accountability and participation
 | * WUC keeps a register of users
* WUC keeps records on key decision points from executive meetings
* WUC holds meetings with users
* WUC informs users about status of the O&M fund
* WUC enforces local water user rules
 | * Technical, administrative and financial reports are kept and read out to the community at least once every six months
 |
| Financial management | * Financial record keeping
* Financial balance
* Tariff level
* Proportion of users not paying
 | * WUC keeps financial records (of incomes and expenses)
* WUC collects user fees
 | * There is sound financial management, accounting and auditing
* Annual revenues exceed annual expenditure
* Tariff setting is taking into account life-cycle costs
 |
| Technical / operational management | * Presence of technical manuals
 | * WUC ensures that preventive maintenance is carried out
* WUC brings in Hand Pump Mechanics to carry out minor repairs
 | * Corrective maintenance is executed in an effective way
* Periodic maintenance is executed in an effective way
* Area mechanics are available to enable maintenance
* Spare parts are available to enable maintenance
* Water quality sampling and testing is done
 |

Annex 2: Examples of service authority indicators

| **Indicator performance Service Authority**  | **Uganda** | **Ghana** |
| --- | --- | --- |
| **resourcing of service authority** | * Resources of the District Water Office (DWO) in terms of staff
 | * Districts are able to allocate and utilise financial resources for water and sanitation services
 |
| * There is a well-resourced DWST, consisting of 3 well qualified and experienced staff members, receiving the needed support by CWSA and MMDA.
 |
| **Support to service authority** | * Support visit of TSUs to DWO
* Responsiveness of TSUs to demand from DWO
* Capacity of TSUs to respond to DWO demands
 |
| **strategic planning functions** | * Equitable planning
 | * District Water and Sanitation Plan is incorporated into Medium Term Development Plans and budget of the assembly, which is used to guide implementation
 |
| **Pre-construction support** | * Signed Memoranda of Understanding (MoU) between Communities, S/Cs and Districts
* Community capital cash contribution
* Preparation of a realistic and viable 3 year O&M plan with guidance from the District and Sub-County
 |  |
| **Monitoring** | * Monitoring visits of DWO staff in the field
* Use of water point functionality data by DWO
* District has data on water quality monitoring
* Use of water quality data
* Monitoring of WUCs activities by S/C staff
* Districts ensuring that construction of new facilities / rehabilitation works are supervised
 | * There are efficient monitoring and data flows
 |
| * District Water and Sanitation Team (DWST) monitors O&M of water facilities in terms of financial, technical and administrative performance, including periodic audits, and provides support where needed
 |
| **Technical assistance to service provider** | * The DWO ensures that capacity of the WUC is built
* Reactivation of WUCs by the S/C
* District ensuring that assessments are conducted on non functional water facilities
* Engagement of Hand Pump Mechanics Association by DWO
* Addressing major breakdowns (beyond communities’ means)
 |
| **Coordination and harmonisation functions** | * Existence of a functional DWSCC
* Coordination of resources at district level
 | * By-laws for the WATSANs and WSDTs exist and are enforced effectively
* NGOs and Civil Society Organisations (CSO) providing water facilities do so in coordination with the MMDA
 |

1. The water and sanitation sector in Uganda uses 11 Golden Indicators to measure performance of WASH service delivery. These indicators capture key technical, social and economic aspects of the water and sanitation sector, and are reported upon annually in the Water and Sanitation Sector Performance Report (SPR). [↑](#footnote-ref-2)
2. The NLLAP is a WASH sector multi-stakeholder platform in Ghana with the overall goal of improving sector learning and dialogue. It is organised on a monthly basis by the Ghana WASH Resource Centre Network (RCN). [↑](#footnote-ref-3)